

KARREN KNOWLTON

karren@wharton.upenn.edu | (801) 472-3483 | karrenknowlton.com

EDUCATION

University of Pennsylvania, The Wharton School Expected 2021

PhD Candidate in Management – Organizational Behavior

Dissertation: From Tokens to Trailblazers: Minority Experiences in the Modern Workplace

Committee: Andrew M. Carton (chair), Adam Grant, Nancy Rothbard, Rachel Arnett

- Finalist, 2020 Organization Science/INFORMS Dissertation Proposal Competition

Washington University in St. Louis

Master of Business Administration, Beta Gamma Sigma

2013

Bachelor of Science - Mechanical Engineering

2009

RESEARCH INTERESTS

Intergroup relations, diversity and equality in the workplace, team and group processes, language and communication

REFEREED JOURNAL ARTICLES

Motoyama, Y., & **Knowlton, K.** 2016. Examining the Connections within the Startup Ecosystem: A Case Study of St. Louis. *Entrepreneurship Research Journal*, 7(1).

MANUSCRIPTS UNDER REVIEW AND WORKING PAPERS

Carton, A., **Knowlton, K.**, Coutifaris, C.,* & Kundro, T.,* & Boysen, A. How CEO construal level and role complementarity drive leader communication and organizational change. 2nd round revise and resubmit at *Academy of Management Journal*. *Denotes equal authorship

Knowlton, K. Trailblazer Mindsets: When being under-represented helps you help others. Job market paper. Preparing for submission to *Academy of Management Journal*.

* Selected as a finalist of the 2020 Organization Science/INFORMS Dissertation Proposal Competition based on this work.

Knowlton, K. & Carton, A. Overcoming the stumbling blocks to outgroup help. Working paper.

* Selected for the Best Paper Proceedings of the Academy of Management Annual Conference (2017).

Knowlton, K. Becoming a Trailblazer: When minority employees transcend tokenism to be agents of change. Preparing for submission to *Academy of Management Review*.

Knowlton, K., Özkazanç-Pan, B., Clark Muntean, S., & Motoyama, Y. Who can be an entrepreneur? How organizations (re)distribute access to entrepreneurial identity according to gender. Working paper.

SELECTED RESEARCH IN PROGRESS

Fragale, A. R., **Knowlton, K.**, & Grant, A. Feeling for your foes: Empathy is more important for motivating out-group than in-group helping. *Collecting study 3 data.*

Knowlton, K. Acknowledging selfish motives makes allies more effective. *Collecting study 2 data.*

Knowlton, K. You can't be what you can't see: The effect of professional minority role-models on minority employee advocacy. *Collecting study 2 data.*

Arnett, R., **Knowlton, K.**, Preston, M., & Schaumberg, R. L. Effects of rich cultural identity expression on negotiation outcomes. *Collecting study 3 data.*

Knowlton, K., McDonnell, M. H., & Snellman, K. The risks of representation: Gender and reputation spillover from scandalized clients. *Collecting study 2 data.*

Gutierrez, L.* & **Knowlton, K.*** Why was I accepted? How trailblazer mindsets predict tokens' organizational investment. *Work in progress.* *Denotes equal authorship

Knowlton, K.* & McClanahan, K.* The effects of trailblazer messaging on minorities' career choices. *Work in progress.* *Denotes equal authorship

REFEREED CONFERENCE PROCEEDINGS

Carton, A. & **Knowlton, K.** (2017). Unexpected backlash: When and why oppressed group members resist help from outside activists. Best Paper Proceedings of the Seventy-Seventh Meeting of the Academy of Management.

PRACTITIONER-ORIENTED ARTICLES AND WHITE PAPERS

Knowlton, K., Huang, J., & Luckman, E. (2018). Navigating a Ph.D.: 2018 Student and Faculty Survey Report. Available at: <http://karrenknowlton.com/navigating-a-phd-2018-survey-report.pdf>

Knowlton, K. (2016). Empathic failure and a call to unity. The University of Michigan, Ross School of Business - Center for Positive Organizations. Available at: <https://positiveorgs.bus.umich.edu/essays/empathic-failure-and-a-call-to-unity/>

Watkins, K., Knight A., & King, R. (2014). Tools of the Trade: Olin School Experiments with Wearable Technology. BizEd Magazine, March/April, 72-74.

CONFERENCE & INVITED PRESENTATIONS

Refereed Conference Presentations

Knowlton, K. (2020). From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity. International Association for Conflict Management Conference, virtual.

Knowlton, K. (2020). From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity. Paper accepted for the Interdisciplinary Network of Groups Researchers (INGRoup) Conference.

Knowlton, K. (2020). From Tokens to Trailblazers: A Motive Fulfillment Approach to Minority Employee Identity. Paper accepted for the Academy of Management Annual Meeting.

Arnett, R., **Knowlton, K.**, Preston, M., & Schaumberg, R. L. (2020). Overcoming Identity Differences in Negotiations: The Power of Rich Cultural Identity Expression. In Bryan, C., & Lyons, B.J. (Chairs), Under Threat: Dominant Group Members' Experiences of Identity Threat. Symposium for the Academy of Management Annual Meeting.

Knowlton, K., Özkazanç-Pan, B., & Clark Muntean, S. (2020). Who Can Be an Entrepreneur? Entrepreneurial Support Organizations & Entrepreneur Identity. In Knowlton, K. & Beetz, M. (Chairs), The Social Dynamics of Social Identity Transitions. Symposium for the Academy of Management Annual Meeting.

Knowlton, K. & Carton, A. M. (2019). When and Why Allyship Backfires in the Pursuit of Workplace Equality. International Association for Conflict Management Conference. Dublin, Ireland.

Knowlton, K. & Carton, A. M. (2019). When and Why Allyship Backfires in the Pursuit of Workplace Equality. In Politics of Equality, Diversity, & Inclusion at Work. European Group for Organizational Studies Colloquium. Edinburgh, Scotland.

Knowlton, K., McDonnell, M. H., & Snellman, K. (2019). The Risks of Representation: Spillovers from Scandalized Clients. Trans-Atlantic Doctoral Conference at London Business School. London, England

Fragale, A. R., **Knowlton, K.**, & Grant, A.M. (2018). Feeling for your Foes: Empathy Is More Important for Motivating Out-Group Than In-Group Helping. Trans-Atlantic Doctoral Conference at London Business School. London, England.

Carton, A. M. & **Knowlton, K.** (2017). Unexpected Backlash: When and Why Oppressed Group Members Resist Help from Outside Activists. Paper session at the Academy of Management Annual Meeting. Atlanta, GA.

Knowlton, K., McDonnell, M. H., & Snellman, K. (2017). The Risks of Representation: Spillovers from Scandalized Clients. Symposium at the Academy of Management Annual Meeting. Atlanta, GA.

Özkazanç-Pan, B., Knowlton, K., & Clark Muntean, S. (Co-Presenters). (2017). Multi-paradigms for diversity and inclusion: Mutually exclusive or compatible?. In Paradigm Diversity to Help Us Decide What 'Good Organization' Is. European Group for Organizational Studies Colloquium. Copenhagen, Denmark.

Knowlton, K. (2016). *Complaining at Work: Function and Dysfunction*. INSEAD-Wharton Doctoral Consortium. Singapore.

Knowlton, K., Grant, A.M., & Fragale, A.R. (2016). Feeling for your Foes: When and Why We Prefer Helping Out-Group Members. In Huang, J., Knowlton, K., & Luckman, E. *Moral Drivers of Interpersonal Relationships at Work*. Symposium at the Academy of Management Annual Meeting. Anaheim, CA.

Knowlton, K., Grant, A.M., & Fragale, A.R. (2016). Feeling for your Foes: When and Why We Prefer Helping Out-Group Members. NYU-Columbia Doctoral Student Conference in Management. New York, NY.

Watkins, K. & Knight, A.P. (2014). Sociometers: Measuring Group Dynamics. In Knight, A. P., Bunderson, J. S., & Watkins, K. K., *New unobtrusive measures: Leveraging technology to advance research*. Research Methods Professional Development Workshop, Academy of Management Annual Meeting. Philadelphia, PA.

Chaired Sessions and Professional Development Workshops

Knowlton, K. & Beetz, A. (Co-Chairs). (2020). The Social Dynamics of Social Identity Transitions. Symposium accepted to the Academy of Management Annual Meeting.

Knowlton, K., Huang, J., & Luckman, E. (Co-Chairs). (2018). Round 2 - Peer Mentorship and Professional Development for Organizational Behavior Ph.D. Students. Professional Development Workshop at the Academy of Management Annual Meeting. Chicago, IL.

Luckman, E., Knowlton, K., & Huang, J. (Co-Chairs). (2017). Developing Each Other: Peer Mentorship for OB PhD Students and PhD Candidates. Professional Development Workshop at the Academy of Management Annual Meeting. Atlanta, GA.

Huang, J., **Knowlton, K.,** & Luckman, E. (Co-Chairs). (2016). *Moral Drivers of Interpersonal Relationships at Work*. Symposium at the Academy of Management Annual Meeting. Anaheim, CA.

Knight, A. P., Bunderson, J. S., & **Watkins, K.** (2014). *New unobtrusive measures: Leveraging technology to advance research*. Research Methods Professional Development Workshop, Academy of Management Annual Meeting. Philadelphia, PA.

TEACHING AND MENTORSHIP

Teaching Experience

The Wharton School, University of Pennsylvania
Introduction to Management (Undergraduate) | Seminar Instructor
▪ Rating across two sections: 3.5 on a 0-4 scale
Evaluating Evidence (Undergraduate) | Guest Lecturer

Franklin & Marshall College
Designing Your Life (Undergraduate) | Guest Lecturer

Teaching Fellowship

Center for Teaching and Learning, University of Pennsylvania
Graduate Fellow for Teaching Excellence

- Led university-wide teaching workshops for graduate students, organized Wharton-wide teaching workshops with faculty guests, and performed university-wide peer teaching observations

Teaching Assistantships

The Wharton School, University of Pennsylvania

Decision Making in the Leadership Chair (MBA)

- Taught by William P. Lauder, Executive Chairman of Estée Lauder
- Examples of weekly guest speakers: Judith Rodin, Alex Gorsky, Joe Biden

Introduction to Management (Undergraduate)

- Taught by Andrew Carton
- Head TA (managed 7 other TAs) for 3-section course

Foundations of Teamwork & Leadership (MBA)

- Taught by Sigal Barsade, Nancy Rothbard, Adam Grant, and Samir Nurmohamed

Olin Business School, Washington University in St. Louis

Critical Thinking Processes & Modeling (MBA)

Business Process Outsourcing for Competitive Advantage (MBA)

Mentorship

University of Pennsylvania

Medha Bankhwal, MBA Independent Study Supervisor

Madeline Schonberger, Undergraduate Independent Study Supervisor

Brook Jiang, Undergraduate

Brandon Nguyen, Undergraduate Research Assistant

GRANTS, HONORS, AND AWARDS

Finalist, 2020 Organization Science/INFORMS Dissertation Proposal Competition

Graduate Fellow for Teaching Excellence, Center for Teaching and Learning, University of Pennsylvania. \$6,000 (2019-2020)

Research Grant, Wharton Center for Leadership and Change Management. Dissertation data collection funding. \$7,850 (2019)

Wharton Departmental Nominee, AOM Organizational Behavior Doctoral Consortium. (2019)

Doctoral Student Nominee, Harvard Business School Gender & Work Symposium. (2019)

Doctoral Student Nominee, Harvard Business School Gender & Work Symposium. (2018)

Best Paper Proceedings of the 77th Meeting of the Academy of Management for Carton, A., & Knowlton, K. Unexpected Backlash: When and Why Oppressed Group Members Resist Help from Outside Activists. (2017)

Best Paper in Ethics and Entrepreneurship Award at the USASBE Conference for Özkazanç-Pan, B., Knowlton, K., & Clark Muntean, S. Institutional pressures and social action: A comparison of entrepreneur support organizations in St. Louis and Boston.

The Wharton Doctoral Programs Fellowship, \$5,000 (2015)

Research Grant, Analyzing gender and entrepreneurship in St. Louis. Ewing Marion Kauffman Foundation, \$27,000 (2014)

Forté Foundation Fellow, MBA (2011-2013)

Joyce & Howard Wood Leadership Fellow, MBA (2011-2013)

Beta Gamma Sigma Honor Society, MBA (2013)

Henry B. Huddle Scholarship, BS-ME (2005-2009)

SERVICE AND MEMBERSHIPS

Ad Hoc Reviewer

Academy of Management Review

Academy of Management annual conference

INGRoup annual conference

IACM annual conference

IMPACT Lab | PhD Mentor in Adam Grant's Undergraduate research lab (2018-present)

The PhD Project | Student member | Wharton representative to the 2017 annual conference

Academy of Management Conference 2020 – MOC Connecting Event Co-organizer

Wharton Society for the Advancement of Women in Business Academia | Board Member & Annual Conference Co-organizer (2017-2019)

Wharton-INSEAD Doctoral Consortium | Co-organizer (2017)

Wharton Management Department | Ph.D. Student Events Chair (2016-2017)

RESEARCH POSITIONS

University of Pennsylvania, The Wharton School

Public Research Relations Liaison to Adam Grant (2018-present)

Washington University in St. Louis, John M. Olin Business School

Research Associate, Skandalaris Center for Entrepreneurship (2014-2015)

Research Associate, Center for Experiential Learning (2013-2014)

Research Assistant to Andrew Knight, Organizational Behavior (2013)

PROFESSIONAL EXPERIENCE

Non-disclosed LLC | Philadelphia, PA

Contract Consulting Analyst (2018, 2019)

Express Scripts, Inc. | Saint Louis, Missouri

MBA Medicare Product Management Internship (2012)

Nike, Inc. | Saint Charles, Missouri

Mechanical Design Engineer (2009-2011)